



15 SEP 1978

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20 OCT 1978

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Deputy Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
SUBJECT : Suggestions from Congressional Women's Caucus and  
the Director of Federal Women's Program  
REFERENCES : (a) Memo for DCI fr [REDACTED] FWPM, dtd 23 Aug 78, same subject  
(b) Memo for DDCI fr DCI dtd 21 Jul 78, subj: Suggestions from Congressional Women's Caucus  
(c) Memo for DCI fr DDA dtd 3 Aug 78, subj: Suggestions from Congressional Women's Caucus

STATINTL

1. Action Requested: None; for information only.

2. The following comments are in response to reference (a) list of suggestions made to you by the Congressional Women's Caucus and the Director of Federal Women's Program. Responses to several of the suggestions were forwarded to you by reference (c) but are being repeated here for convenience in reviewing the subject. We have no additional comments to the reference (a) responses to items g, i and j.

a. Hire more women recruiters:

At present three of the 17 Agency recruiters are female (18%). One of these also serves as the Chief of the Washington Area Recruitment Office, our largest field office. As recruiter positions become vacant, women employees are considered and compete for assignment on an equal basis with the male officers. Since 36% of the professionals in the Office of Personnel are women, the female representation in the recruiter ranks will undoubtedly increase with

future assignments. Historically, recruiter positions have not been filled by rotation; but as the career recruiter personnel retire, the replacements are being made on a rotational basis. This will further increase the opportunity for women assignees.

*Program; more marginal recruits elsewhere; 1. Let's encourage this program; 2. Be very firm in replacing with women whenever possible*

b. Draw on the talent of women professionals and specialists when awarding study contracts, seeking consultants for NIE's, etc.

NFAC, which has responsibility for the major part of these activities, will respond directly to your office on this subject.

c. Utilize the faculties of women's colleges, especially in science, as resources for recruiting women:

While competition with private industry in recruiting scientists and engineers has always been keen, competition for women scientists and engineers is even more so because of the extremely small pool of candidates (only about seven percent of those studying engineering or the physical sciences are female). Agency recruiters actively exploit all applicant sources in these disciplines, including faculty members, at both coeducational and women's colleges. Overtures to faculty members, ~~however, must necessarily be discreet to avoid offending the university or college management.~~

*See note on f*

d. Determine whether men and women in the maintenance force are paid on the same scale:

As noted in reference (a) response, the maintenance force in the Agency is supplied by the General Services Administration. They are paid on the Federal Wage Board scale; women are on the same scale as male employees.

*Not as big a concern as this sounds*

e. Develop women professionals already on board to ensure they receive the assignments and training to enable them to compete for management positions:

The development of women for management positions has been a particular objective of Agency management for the past several years. The more recent thrust began with implementation of the PASG objectives; the importance of this objective has been emphasized with the special reporting requirements applicable to women in the APP and the PDP. Statistics for the past few years reflect considerable progress. In December 1974, women comprised 13.7% of the GS-09 and above population; there were 20 in grade GS-15, one GS-16 and one GS-17. In December 1977, women made up 15% of employees in grades GS-09 and above, with 10 supergrades. While the number of GS-15 women was reduced to 19 in FY 1977, the GS-14 group increased by 22, the GS-13 group by 23, and the GS-12 group by 44 over the 1974 figures for these grades.

In FY 1975 women were 15.4% of the professional population; in FY 1977 they comprised 17.15%. Women in the technical field have also been increasing; in FY 1975 they made up 4.4% of the technical employees; by FY 1977 the number had increased to 7.35%

Annual Personnel Plans since FY 1974 have consistently reflected women are promoted at a rate in excess of their percentage of the professional population.

f. Improve recruiting approach to applicants by furnishing adequate information on positions and ensure women are not asked questions not asked of men:

As noted in reference (c), the allegation which promoted this suggestion may have been correct in the early days of the Agency . . . it was probably correct for recruitment by any agency or organization at that time. You can be assured this is not true today. The interview of a women college or university graduate is handled identically to that of the male graduate. When a college graduate of either sex applies for a clerical job, the recruiters have specific, written instructions (copy attached) to counsel and encourage the person to seek a professional position in keeping with the individual's education. If the person insists on applying for the clerical position after efforts to discourage the action, the application is accepted, but only after impressing on the applicant that there is no guarantee of eventual assignment to a professional position. On the general subject of interviewing women, our recruiters have long been specifically instructed to ask women applicants only those questions that are asked of male applicants.

h. Stress the importance of participation in minority and women's conferences as a source of contacts for employment:

The Agency actively participates in minority and women's conferences around the country and will continue to do so. Recruiters have taken part in the job fair portion of the annual conferences held by selected sororities and professional women's organizations. We correspond with representatives of the Minority Women's Employment Program and recruiter literature is made available to female groups which sponsor employment opportunity seminars and the like. We feel these efforts are proving successful. During FY 1977 women comprised 20% of the total professional and technical employees hired by the Agency. This compares favorably with statistics which show slightly more than 20% of the graduate students majoring in academic disciplines of interest to the Agency are women.

k. Provide upward mobility opportunities to all employees GS-08 and below in compliance with Civil Service guidelines:

We believe it is worth noting that in addition to the formal upward mobility programs cited in reference (a) the Agency has a strong record of converting and advancing clerical employees into technical and professional status, and technical employees into the professional disciplines. In FY 1977 the Annual Personnel Plan reports a total of 103 conversions to professional status for that year; 66 were women.

m. Appoint women to policy making positions by targeting recruiting efforts to mid and senior level positions, making special efforts to go where the women are since the traditional methods utilizing the "Old Boy Network" will not identify women:

Our overall recruitment efforts to increase the number of female applicants have been described above. The basic thrust of these activities is to recruit against stated requirements, whether they appear at the upper, middle or entry levels. Through August of this fiscal year, 82 professional and technical women employees have entered on duty, with the following grade distribution:

|       |   |       |    |
|-------|---|-------|----|
| GS-15 |   | GS-09 | 11 |
| GS-13 | 3 | GS-08 | 19 |
| GS-12 | 8 | GS-07 | 26 |
| GS-11 | 5 | GS-06 | 3  |
| GS-10 | 6 |       |    |

In reviewing these numbers, it must be remembered that the Agency by the nature of the requirements of many of its disciplines does not bring on large numbers of employees in the higher grades. In FY 1977 only 38 individuals in grades GS-14 and above entered on duty; of these 12 were supergrades, many brought on by the E Career Service for the ICS. To date in FY 1978, 25 employees have been brought on in grades GS-14 and above; nine were for ICS.

n. Designate a specific recruiter responsible for recruiting women for senior or mid-level positions:

The Agency's recruiting network covers the entire United States, with each recruiter making a special effort with regard to women applicants at all grade levels. This ensures not only an increase in number, but a true national response. We do not believe a special recruiter responsible only for recruiting women at the upper or middle levels is necessary, nor would such an approach be any more effective than the present effort.

o. Utilize information available on recruitment sources for women available at the CSC Federal Women's Program Office:

As noted in reference (a) FWPM response, the Agency has access to the CSC recruiting information; however, we utilize many sources beyond these data. A detailed report of the scope of recruitment activities was provided in my memorandum of 31 August 1978 (copy attached).

p. The image of CIA projected to Congress is that of a white male organization:

As noted in the FWPM response, the critical element in the advancement of women is the way in which managers exercise their responsibility for ensuring women employees receive the same consideration and opportunity for development and successively more senior assignments as men. An effective program to this end requires consistent overview of managerial decisions, insistence on advance planning (e.g., APP and PDP), and on implementation of those plans. Instant assignment to senior positions is not the aim, but it is essential that the professional women employees be viewed for advancement in the same manner as are the male employees.

Some small progress has been made in the past few years in the assignment of women to senior managerial positions. In the DDO a woman is third in the line of command of the Directorate management, a woman is Chief [REDACTED] and a woman is Deputy Chief [REDACTED] so occupy positions as Chief, Analysis Branch, [REDACTED] and other supergrade women occupy positions as staff chiefs at Directorate and Office levels.

3. Other information on women which may be of interest:

The average grade of women professionals in the Agency is 10.65; the professional population average is 12.32. NFAC has the closest correlation, a difference of .77 in favor of men.

Women usually average older in grade than men, but even this has been reduced since 1974 by a year or more in all grades under GS-18, except GS-15. In 1974, GS-15 men and women had the same average age; in 1977 women averaged three months older. The present difference in age in grade GS-16 is eight months.

The average grade of all CIA female employees is 7.7; in the Federal service as a whole it is 5.84.

[REDACTED]  
John F. Blake